

Recruitment Policy



The Institute
of Contemporary
Music Performance

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V3.0	Oct 2020 HR Dept	Scheduled review	Head of HR	Oct 2021 and as required
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Related policies				
External Reference				

1. SCOPE AND INTRODUCTION

- 1.1. ICMP recognizes that its staff are fundamental to its success. ICMP therefore needs to be able to attract and retain staff of the highest caliber and a strategic, professional approach to recruitment is essential to achieving this.
- 1.2. The purpose of this policy is to provide a sound framework for the recruitment and selection of staff based upon the principles outlined below, which also meets the requirements of the Equality Act 2010 and all other relevant employment legislation.
- 1.3. Management guidelines on the implementation of this policy are provided separately.
- 1.4. This policy and procedure cover all activities that form part of the recruitment and selection process. It is applicable to all staff recruitment excepting casual staff.
- 1.5. In order for the policy and procedure to be effective it is essential that any employee who is involved in any aspect of the recruitment and/or selection of staff is aware of this document and follows it. Ultimately it is the responsibility of the senior management in conjunction with the HR Department to ensure that this is the case.

2. KEY RECRUITMENT PRINCIPLES

- 2.1. ICMP adheres to a principle of an open competition in its approach to recruitment.
- 2.2. ICMP will seek to recruit the best candidate to the job based upon merit, and its recruitment practices are conceived to support this aim.
- 2.3. ICMP wishes to encourage the recruitment of staff with disabilities and will make reasonable adjustments to all stages of the recruitment process as required in order for a successful candidate with a disability to undertake the post.
- 2.4. ICMP will provide recruiting managers and staff with appropriate training and support to meet this core principle as well as the wider policy.
- 2.5. ICMP understands that the recruitment and selection of staff has a public relations dimension and will therefore ensure that candidates are treated fairly and with respect at all times.
- 2.6. ICMP will continually review and develop its recruitment practices to allow new ideas and approaches to be incorporated.
- 2.7. ICMP will ensure recruitment and selection is cost effective.
- 2.8. If a member of staff involved in the recruitment process has a close personal or family relationship with any candidates, then they will declare this as soon as they become aware and remove themselves from the process.
- 2.9. All documentation relating to applicants will be treated in accordance with the General Data Protection Regulation (GDPR) 2018.

3. PRE-RECRUITMENT PROCEDURES

3.1. Executive Committee approval

- 3.1.1. The Executive Committee are responsible for authorizing the recruitment of new staff.
- 3.1.2. Before recruiting to a post, the recruiting manager will assess the need to recruit (including assessing any alternatives, future plans, restructures etc.) and present this need as a business case or as part of the annual business planning cycle.
- 3.1.3. The Executive Committee will receive and consider staffing amendments and requests and provide authorization.
- 3.1.4. The Executive Committee will take into consideration ICMP's strategic plans, its need for new ideas and approaches, and will also support ICMP's commitment to ensuring a diverse workforce.

3.2. Job Design

- 3.2.1. ICMP believes that careful analysis and design of the Role Profile (including a Person Specification) will enable it to consistently recruit appropriate staff. Recruiting managers must therefore review existing and/or design afresh the Role Profile for all recruitment activities.
- 3.2.2. The recruiting manager must ensure that these identify all desirable criteria, such as:
 - i. Core Competencies
 - ii. Key Skills
 - iii. Attributes
 - iv. Qualifications
 - v. Knowledge and experience of the job

3.3. Determining Grade and Proposed Salary

- 3.3.1. Before ICMP seeks candidates for posts through internal or external activities the role should be allocated to a grade and remuneration range (excluding Casual Workers).
- 3.3.2. For Permanent Staff or Hourly Paid Faculty this is approved by the Staff Remuneration Committee.
- 3.3.3. For Senior Post Holders this is approved by the Remuneration and General Purposes Committee.

3.4. Redeployment of Existing Employees

- 3.4.1. Employees who are undergoing redeployment will be considered for any new posts before advertising.

4. ADVERTISING

- 4.1. All positions will normally be advertised internally to encourage equality of opportunity. ICMP may choose not to do so on the basis of the following:
 - 4.1.1. The recruiting manager can demonstrate that a comprehensive search has been conducted and the nominated individual is the most suitable person for the position.
 - 4.1.2. The post is fixed term and of specific purpose.
 - 4.1.3. ICMP considers the appointment to be strategically or commercially sensitive.
 - 4.1.4. ICMP considers the appointment of an external agency appropriate. However, this does not automatically eliminate the internal advertisement of roles.
- 4.2. Applicants must be provided with sufficient information to make an informed decision on the suitability of the role.
- 4.3. Staff who have been in an acting or temporary position that subsequently becomes vacant will have to apply for the position.
- 4.4. ICMP has a legal obligation to comply with the Rehabilitation of Offenders Act.
- 4.5. All advertised vacancies will be posted on ICMP's web site and internal intranet. Dependent upon the role ICMP may decide to advertise on a range of external sites, appoint an external specialist recruitment agency or 'head hunter' to source suitable candidates.
- 4.6. All candidates must complete an ICMP application form, which contains declarations as highlighted in the 'safer recruitment' guidance, and submit this accompanied by their CV.
- 4.7. Applications received after the closing date will normally not be considered unless under exceptional circumstances.

5. SELECTION OF CANDIDATES

5.1. Shortlisting

- 5.1.1. ICMP normally uses a two-stage process as outlined below but alternative methods can be employed if they are considered to be more appropriate for the post being recruited to. The HR Department will provide specific advice in these cases to ensue compliance.
- 5.1.2. Shortlisting may involve the whole panel but as a minimum will involve two people to avoid any possibility of bias.
- 5.1.3. The shortlisting and selection panels should be constituted with due consideration of equality and diversity.
- 5.1.4. Notes of shortlisting decisions should be recorded by each reviewer on the shortlisting decision e-form. The shortlisting activity would normally identify 3 to 5 candidates for interview.
- 5.1.5. If there are not enough suitable candidates for a shortlist the post may be re-advertised. Selection may proceed if there are fewer than 3 suitable candidates as long as there is a high likelihood of an appointment or if the post is historically hard to fill.
- 5.1.6. Shortlisted candidates should be provided with details of the interview/selection process, such as aptitude tests, presentations etc., with as much notice as is possible, ideally 5 days before the interview.
- 5.1.7. In accordance with the Equality Act 2010 they should be asked to advise if there are any particular arrangements or reasonable adjustments that could be made so they can participate fully in the selection process.
- 5.1.8. All candidates should be assessed objectively against the criteria set out in the Role Profile.
- 5.1.9. Unsuccessful candidates at the shortlist stage are notified in writing by the HR department. They will not normally be provided with feedback, but this can be provided by the HR Department upon request.

5.2. Interview and Selection

- 5.2.1. Interviews will be conducted by a minimum of two people one of which would normally be the recruiting manager.
- 5.2.2. Selection is a two-way activity, and all involved should consider how to best convey a positive image of ICMP.
- 5.2.3. Shortlisted candidates should provide original documentation at the interview that can be used to confirm that they have the right to work in the UK and

their identity. The recruiting manager/panel chair will be responsible for copying and authorizing the document and providing this to the HR Department along with interview notes as indicated below.

- 5.2.4. It is recommended that a range of methods are utilized in assessing the essential and desirable attributes of the candidates. Guidance for recruiting managers and panel members, highlighting effective interviewing techniques and questions, is available.
- 5.2.5. A consistent set of core questions will be drawn up by the panel in advance of the interview that test the core competencies required of the role. The structure of the interview, questions and any tasks must be the same for all candidates.
- 5.2.6. Notes recording the salient points of the interview should be taken by interviewers so that they can be referred to when reaching decisions. All notes and documents should be scanned and emailed to the HR Department at the conclusion of the process. These will be kept for 6-months post-interview.
- 5.2.7. Unsuccessful candidates at the interview stage are notified in writing, in person or via a telephone call by the recruiting manager. They will be provided as a matter of course with feedback as to why they were unsuccessful. They will be dealt with courteously and sensitively.

6. MAKING THE APPOINTMENT

- 6.1. Staff will normally be recruited at the lowest spine point in the advertised range, unless there is a case for appointment at a higher point.
- 6.2. In all cases before an appointment is made the recruiting manager must seek the approval of the Staff Remuneration Committee (Permanent Staff or Hourly Paid Lecturers) or the Remuneration and General Purposes Committee (Senior Post Holders). In order to do this they should provide the successful candidates CV and a rationale for the proposed salary.
- 6.3. ICMP recognizes that swift decisions may need to be made to secure the best candidate of the post. In these cases the recruiting officer may make the offer verbally.
- 6.4. The conditional offer of employment is made in writing to the preferred candidate by the HR Department.
- 6.5. All offers of appointment are conditional upon pre-employment checks being satisfactorily completed.

6.6. Referees

- 6.6.1. Information sought from referees should be structured around the requirements of the job, and the Role Profile should be provided. The HR Department will contact the applicant to request references.
- 6.6.2. ICMP seeks two references from all candidates, the successful receipt of which is a condition of employment. One of the references must be from the current or most recent employer (where the candidate has been in previous employment).
- 6.6.3. In compliance with 'safer recruitment' guidance ICMP reserves the right to seek additional references where appropriate.
- 6.6.4. A verbal reference is acceptable in exceptional circumstances, for example where a resolution is urgent.
- 6.6.5. Referees should not be contacted without the candidate's consent and information provided should be treated as confidential.

6.7. Recruitment of ex-offenders

- 6.7.1. ICMP will consider ex-offenders for employment based upon individual cases and will not automatically refuse to employ an individual because they have a criminal record.
- 6.7.2. All applicants are required to disclose any unspent convictions; however, for posts covered by the Rehabilitation of Offenders Act 1974 ICMP will not ask applicants questions about spent convictions, nor expect them to disclose any spent convictions.
- 6.7.3. For posts that are exempt from the Rehabilitation of Offenders Act 1974, the applicant will be required to disclose all convictions - both spent and unspent - with the exception of protected cautions and convictions.

6.8. Criminal records checks

- 6.8.1. ICMP will require the applicant to obtain an enhanced disclosure from the Disclosure and Barring Service.
- 6.8.2. If the DBS Disclosure remains outstanding at the commencement of work, ICMP will undertake a check of the Disclosure and Barring Services Barred list. Successful applicants should be advised that they may be subject to additional supervision by a member of ICMP staff. This nature of this supervision will be based upon ICMP's assessment of their role and duties, their level of experience, their background etc., and therefore and any risks posed.

- 6.8.3. Where a DBS indicates causes for concern the staff member will be immediately withdrawn pending further investigation.
- 6.8.4. For staff recruited from overseas ICMP will always seek a DBS check regardless of length of UK stay. In addition ICMP will seek police checks in accordance with that country's justice system and UK requirements.

6.9. Proof of qualifications

- 6.9.1. All offers of appointment are conditional on the preferred candidate providing ICMP with documentary evidence of qualifications relevant or essential to the job.

7. INDUCTION

- 7.1. Induction is the final stage of the recruitment process. Once the successful candidate has accepted the offer of employment and a start date has been agreed the line manager is responsible for preparing a comprehensive induction programme as per ICMP's induction guidance.

8. FEEDBACK AND COMPLAINTS

- 8.1. ICMP is committed to ensuring that the selection and recruitment process is a positive one for all applicants. However, ICMP accepts that on occasions individuals may be dissatisfied or believe that they have been unfairly treated.
- 8.2. Candidates wishing to provide feedback may do so via the HR Department (personnel@icmp.ac.uk).
- 8.3. Any applicant who considers that they may have been discriminated against because of their age, disability, sex, sexual orientation, gender re-assignment, marriage of civil partnership, pregnancy or maternity, race, religion or belief, or criminal record should contact ICMP via complaints@icmp.ac.uk.
- 8.4. The complaints mailbox acts as a first point of contact when seeking to raise a complaint. The complaints mailbox is monitored by a staff team who on receipt of a complaint, supports the complainant by clarifying the subject of the complaint, the desired outcome and aligning the complaint to the correct procedure.